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JUL 22 1953

ORGANIZATION AND METHODS SERVICE

SURVEY REPORT

SUBJECT: Central Processing of Travelers

- 25X1A
1. PROBLEM. The problem approached by this report is the elimination of duplication of effort between the Central Processing Branch, Personnel [REDACTED] Personnel Office, and the Passenger Movement Branch, Transportation Division, Logistics Office.
 2. FACTS BEARING ON THE PROBLEM. Meetings were held in the Office of the ADP/A on 15 April and 3 June 1953, at which determinations were reached as indicated by Attachments A and B, Memorandums for the Record prepared by [REDACTED] Special Assistant to the DL/A.

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Following these meetings, representatives of the Personnel Office and Logistics Office agreed to establish a committee to work out the details of the decisions indicated by Attachments A and B. This committee prepared a proposed distribution of duties and responsibilities for the processing of travelers, Attachment C.

3. DISCUSSION AND CONCLUSIONS.

- a. In general, Attachment C provides that the work of processing travelers, for both overseas and domestic travel, should be done by CPB. It also provides that the LO has staff and technical responsibility for transportation matters, and that the more technical aspects of processing travelers, such as handling personal effects (unaccompanied baggage, household goods, automobiles) should remain in PNB.
- b. In order to accomplish this, authority to secure transportation should be delegated to the AD/Personnel which he may redelegate as necessary. A proposed delegation of Authority, Attachment D, has been prepared.

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- [REDACTED]
- d. Attachment C, paragraph h, provides for tentative tables of organization for CPB and PNB totalling [REDACTED]. Since CPB has been planning a review of its entire T/O, it is believed that the establishment of detailed T/O's for the travel processing function should

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be made the subject of a separate study with the understanding that the number of positions will not exceed the totals shown for each element in Attachment C, i.e. [REDACTED] in CPB Travel Section and [REDACTED]

- e. As indicated in Attachment C, paragraph 6, implementation of this proposal depends upon the availability of space. Subject to prompt submission to General Services of Personnel Office requirements as to partitions, telephone and other service facilities for CPB, the space may be available by 31 July 1953.

4. RECOMMENDATIONS. It is recommended that:

- a. Attachment C, Proposed Distribution of Duties and Responsibilities for the Processing of Travelers, be approved.
- b. Attachment D, Delegation of Authority to the AD/Personnel, be approved by the Chief of Logistics.
- c. Attachment E, Proposed change in Regulation [REDACTED] paragraph 7f(11), be approved. 25X1A
- d. The Personnel Office and Logistics Office, in cooperation with OAM Service, recommend as promptly as possible detailed T/O's to conform to the requirements of the work as provided herein.
- e. The implementation of this proposal be made effective with the availability of additional space for CPB.
- f. The OAM Service be directed to assist the CPB and PNB in the implementation of the procedural changes contemplated by Attachment C.

(s)

W. L. PEEL

Management Officer

I have signed attached delegation of authority in compliance with the directive of the ADDA. Although
Concurrences: I do not concur with the organization herein proposed, because I am of the opinion that it violates the principles of centralized administration, this Office will render all possible assistance to make the plan work.

(s) James A. Garrison
CHIEF OF LOGISTICS

20 July 1953
Date

(s) George E. Meloon
for
ASSISTANT DIRECTOR/PERSONNEL

19 June 1953
Date

(s) Howard J. Preston
for
CHIEF, GENERAL SERVICES

19 June 1953
Date

Distribution:

1-Cf. Log. 1-Pers. Dir.
1-Cf. Gen Svcs. 1-DDA
1-Comptroller 1-SECRET
1-ADMINISTRATION

APPROVED: Subject to exceptions stated on accompanying sheet.

151 R. K. White
DEPUTY DIRECTOR (ADMINISTRATION)

7/28/53
Date

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Approval by the Acting Deputy Director (Administration) of the Organization and Methods Survey Report, dated 22 July 1953, "Central Processing of Travelers" is subject to the following exception:

Paragraphs 3.b. and 4.b. are amended to provide that authority to secure transportation be delegated to the Chief, Central Processing Branch and the Chief, Travel Section, Central Processing Branch, in lieu of to the Assistant Director (Personnel).

15/
L. K. WHITE
Acting Deputy Director
(Administration)

JUL 28 1953

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15 April 1953

MEMORANDUM FOR THE RECORD

TIME : 9:30 a.m., 15 April 1953

PLACE : Colonel White's Office 25X1A9a

PRESENT: Colonel White, [REDACTED] and Messrs. Meloon, Garrison, [REDACTED]
(Deputy Chief, Transportation Division), Saunders, Peel, [REDACTED]
(OGM Examiner), and [REDACTED]

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SUBJECT: Functions of the Central Processing Branch, Personnel Office, and the Passenger Movement Branch, Logistics Office

1. A meeting was called to discuss the functions of the Central Processing Branch, Personnel Office, and the Passenger Movement Branch, Logistics Office, in relation to the over-all problem of developing the most effective methods for facilitating overseas travel by Agency personnel and their dependents. Colonel White opened the discussion with a review of the operations currently performed in connection with the processing of overseas travel. He made the observation that based on his own survey of the Central Processing Branch it appeared that the Branch Chief was a conscientious and competent person who was striving to carry on the operations with maximum convenience to overseas travelers. Colonel White spoke at some length about the principles which he felt should govern in organizing and staffing the function of preparing and assisting Agency personnel for traveling overseas:

a. Certain functions now performed by the Passenger Movement Branch should be transferred to the Travel Section of the Central Processing Branch in order to accomplish more efficient operation and to eliminate the basis for some current confusion. Specifically, such activities as contacting carriers and picking up tickets should be carried on incidentally with the function of planning itineraries. Presently, itineraries planned by the Central Processing Branch cannot always be carried out by the Passenger Movement Branch in its negotiations with carriers. Joining all of these operations under the direction of the Central Processing Branch will do away with the confusion created by the present arrangements.

b. In order to provide unified direction in the performance of the processes involved in assisting the overseas travelers and their dependents, the Central Processing Branch should be charged with the responsibility for all of these operations. The Central Processing Branch should be equipped with a table of organization which reflects

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this over-all responsibility. However, the Chief of Logistics should be responsible for furnishing technically competent personnel to staff those positions which make up the table of organization of the Travel Section of the Central Processing Branch. In all likelihood, these employees should have a Logistics Office career designation and be under the jurisdiction of the Career Service Board established for the Logistics Office. As vacancies develop in the Travel Section, the Chief of the Central Processing Branch should receive nominations from the Logistics Office for filling these positions. Also, the Transportation Division would be expected to supply technical assistance to the Central Processing Branch with respect to the performance of transportation aspects of the functions of the Branch. In addition, the Transportation Division might wish from time to time to survey this phase of the work of the Central Processing Branch to insure proper adherence to Agency-wide transportation standards.

2. Mr. Garrison agreed that if he were empowered to do so he would delegate sufficient authority to the Central Processing Branch to permit the consolidated operation outlined by Colonel White.

3. Although the meeting had been convened in connection with problems of overseas travel, Colonel White remarked that he could see no reason why domestic travel should not also be handled by the Central Processing Branch. He directed that the necessary procedures be set up to insure that in the future the Central Processing Branch be made responsible for this function.

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cc; AIL/A

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3 June 1953

MEMORANDUM FOR THE RECORD

TIME : 10:45 a.m., 3 June 1953

PLACE : Colonel White's Office

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PRESENT: Colonels White, [REDACTED] and Messrs. Meloon, Peel,

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SUBJECT: Functions of the Central Processing Branch, Personnel Office, and the Passenger Movement Branch, Logistics Office

1. A meeting was called to review prior discussions regarding the organization and functions of the Central Processing Branch in relation to recommendations subsequently made by the Logistics Office on this subject. Colonel White began the meeting with a summary of the difficulties which confronted overseas travelers prior to the establishment of the Central Processing Branch. To overcome procedures which required personnel to go from office to office in preparation for travel, there was established about two years ago a central location where, insofar as possible, assistance could be furnished the traveler and all processing requiring contact with him could be accomplished or coordinated. In order to perform the various activities which comprised this all-round service each administrative office concerned detailed employees to the central activity. In time, this latter arrangement proved unsatisfactory, since no provision was made for unified, administrative direction of the various operations. Consequently, the Central Processing Branch was established with its own table or organization to provide for personnel to carry on its mission under the administrative control of a Branch Chief. In general this arrangement constituted a great improvement, although it became apparent that more efficiency could be attained by eliminating certain operations duplicated by the Central Processing Branch and the Passenger Movement Branch.

2. Colonel White stated that he remained convinced that the principles outlined at the meeting on 15 April 1953 to govern the organization, staffing, and functioning of the Central Processing Branch were the concepts to be applied. He felt that considerable time and effort had been expended fruitlessly, since the agreements reached at the 15 April 1953 meeting were of a final nature. Insofar as possible, the central objective to be sought in organizing the Central Processing Branch is to provide a single point of contact to which personnel who are to travel, or have completed travel, may go to comply with the necessary administrative requirements which are incidental to such travel and to receive such guidance and assistance as may be desired. Each of the administrative offices is technically responsible for the performance by the Central Processing Branch of those

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operations which correspond to the general functional responsibilities of the particular office. Accordingly, the Chief of the Transportation Division has the same staff and technical responsibility for the work of the Travel Section, Central Processing Branch, that he does for travel operations performed by other elements of CIA over which he likewise does not have day-to-day command authority. This staff responsibility is exercised through such methods as (1) referring qualified candidates to the Chief, Central Processing Branch, to fill vacancies in the Travel Section, (2) giving technical guidance to the functioning of the Travel Section's work through issuance of general policy and procedure regulations, development of forms and reporting requirements, and (3) auditing performance.

3. In concluding the discussion, Colonel White reaffirmed the instructions stated at the 15 April meeting. Summarizing these, he said that:

a. Consistent with the concept of centralized operations located in the Central Processing Branch, the activities which fall in the category of transportation of personnel and their dependents should be performed by the Central Processing Branch, or at least the Central Processing Branch should be responsible for seeing that these activities are performed.

b. To eliminate as much as possible duplicate correspondence, additional forms and reports, and unnecessary liaison between the Transportation Division and the Central Processing Branch, the Transportation Division should delegate to the Central Processing Branch authority for performance of functions consistent with the objective to furnish maximum service to travelers at one point.


c. Based on the foregoing principles, the Central Processing Branch and the Transportation Division should develop an agreement as to organizing, staffing, and operating the transportation function in the Central Processing Branch. This agreement should achieve:

(1) A proper division of labor between the two organizations, based on the general principles defined at this and previous meetings.

(2) Maximum efficiency of operations.

(3) Minimum duplication of work.

(4) A staffing pattern which does not exceed the total which was in effect when the functions were separately performed by the Passenger Movement Branch and the Central Processing Branch. Preferably, some reduction should be realized through the consolidation.


Special Assistant
to the DI/A

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PROPOSED DISTRIBUTION OF DUTIES AND RESPONSIBILITIES
FOR THE PROCESSING OF TRAVELERS

1. **PROBLEM.** The purpose of this proposal is to set forth the steps necessary to implement decisions stated in attachment C to memorandum dated 8 May 1953 from the AID/A to the Management Officer.
2. **POLICIES.** The above mentioned memorandum stated the following policies:
 - a. Certain functions now performed by the Passenger Movement Branch should be transferred to the Travel Section of the Central Processing Branch in order to accomplish an efficient operation and to eliminate the basis for some current confusion. Specifically, such activities as contacting carriers and picking up tickets should be carried on incidentally with the function of planning itineraries.
 - b. In order to provide unified direction in the performance of the processes involved in assisting domestic and overseas travelers and their dependents, the Central Processing Branch should be charged with the responsibility for all of these operations.
 - c. The Central Processing Branch should be equipped with a table of organization which reflects this over-all responsibility.
 - d. The Chief of Logistics should be responsible for nominating and recommending qualified technical employees for the Travel Section upon request from the Central Processing Branch. Such employees should have a Logistics Office career designation and be under the jurisdiction of the Career Service Board established for the Logistics Office.
 - e. The Transportation Division would be expected to furnish normal technical staff assistance, guidance, and advice with respect to the performance of technical transportation functions of the Central Processing Branch and to survey the performance of such functions and make appropriate recommendations.
 - f. The Chief of Logistics should delegate authority to Central Processing Branch to incur expenses in connection with its transportation functions.
 - g. Domestic travel should be handled by Central Processing Branch.
3. **PROCEDURES.** The following procedures will be performed by CPB and PMB as indicated:

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a. Travel

- (1) Employees. CPB will interview the traveler, prepare his itinerary, make his reservations, secure his tickets, deliver the tickets to him, and certify the carrier's will or furnish the Comptroller appropriate advice in lieu of certifying the bills.
- (2) Dependents in Headquarters Area. These will be processed by CPB in the same manner as employees, (1) above.
- (3) Dependents Outside Headquarters Area. These will be processed by CPB through the interview with the employee and by corresponding with the dependents. Generally, the same forms and procedures presently in use in PME will be used by CPB for this purpose.

b. Effects

- (1) Unaccompanied Baggage. CPB will brief the traveler, assign an identity number for the shipment, and, except where the traveler pays cash for shipment of this baggage, complete shipping data form and send said form to PME. Upon receipt of shipping data form, PME will complete and send to CPB a Government B/L if necessary, which will then be turned over to the traveler. PME will make all arrangements with carriers for transporting baggage, will follow up on shipments to secure expeditious movement, and will certify carriers' bills.
- (2) Household. CPB will brief the traveler, assign an identity number for the shipment, where possible have the traveler indicate a preferred packer from a list of packers with whom the ID has made contracts, select the packer based on a reasonable distribution of business among the packers listed, and prepare a shipping data form which will be immediately sent to PME. PME will make all arrangements for packing, crating, and transportation (including arrangements with military services if effects are to be transported by Army or Navy), will follow up on shipments to secure expeditious movement, and will certify carriers' bills.
- (3) Automobiles. CPB will brief the traveler and assign an identity number to the shipment. Where possible, CPB will arrange to have the traveler deliver his car to the port. If there is sound reason for having the Agency deliver the car to the port, PME will arrange for such delivery. The shipping data form will be completed by CPB and sent to PME. PME will arrange for all processing of the car, will arrange for handling by the carriers, will follow up on shipments to secure expeditious movement, and will certify carriers' bills.

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c. Passports, Visas, and AGO Cards. CPB will brief the traveler on all details pertaining to these items, will assist the traveler in completing necessary forms, and will arrange for pick-up and delivery of these items.

d. Cables.

(1) Travelers. ETA cables will be prepared by CPB and delivered to the appropriate releasing division.

(2) Effects. ETA cables will be prepared by PMP and delivered to the appropriate releasing division.

e. Refunds. CPB will handle the return of unused tickets following the same procedures and using the same forms as are presently being used by PMP.

h. TABLES OF ORGANIZATION. As a result of a study conducted by CPB Service (staff study dated 2-6-53) the following workload data was secured:

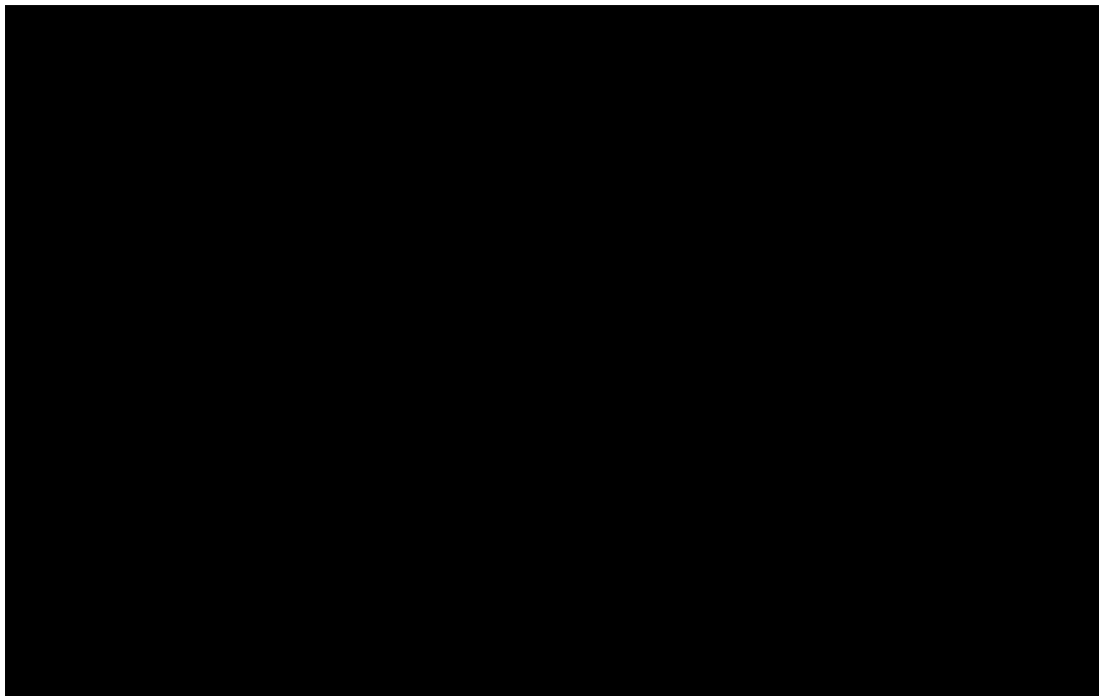
Average monthly workload	474 cases
Average man-days per month (PMP & CPB)	386
Cases per man-day	1.2

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Based on this material it was recommended that a T/O of [REDACTED] be established for the complete travel processing function (including shipment of effects). This would permit the accomplishment of a peak load of over 600 cases per month.

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The following proposed T/O's are based on the recommended total of [REDACTED] positions;



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5. **IMPLEMENTATION.** The following actions are required to carry out the directives contained in the ADD/A's memo of 8 May 1953:
 - a. Establishment of the detailed T/O.
 - b. Approval of the distribution of duties as provided by Section 3 hereof.
 - c. Delegation of authority from the Chief of Logistics to the Personnel Office.
 - d. Allocation of space to permit the CFB to accommodate additional personnel.
 - e. Transfer of certain personnel from PMB to CFB.
6. **EFFECTIVE DATE.** Due to the present space situation, it is recommended that implementation of this proposal be made effective with the availability of additional space for CFB. It is expected that this will occur before 31 July 1953. However, if arrangements could be made for additional space pending the general move expected to occur in July, this proposal could be implemented at an earlier date.

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Tab 1

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DELEGATION OF AUTHORITY

1. Pursuant to the basic delegation of authority from DCI to the Chief, Procurement and Supply Office, dated 1 December 1950, authority is delegated to the Chief, Central Processing Branch and the Chief, Travel Section, CPB, as follows:

a. Procurement of transportation for Agency employees performing official travel, including transfers from one official station to another and temporary duty travel, both domestic and foreign, and for dependents of Agency employees.

b. Procurement of accommodations in excess of lowest first-class rate for the facility used when the lowest first-class accommodations are not available, procurement of compartments or other accommodations required for purposes of security, and the use of extra-fare trains and airplanes, where appropriate.

2. The exercise of this authority shall be subject to the issuance of properly authenticated travel orders in accordance with Agency Regulations and to the staff and technical guidance of the Chief of Logistics.

3. Transportation procured under this authority shall be in accordance with applicable laws, rules, and regulations, including the Standardized Government Travel Regulations.

CHIEF OF LOGISTICS

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ORGANIZATION

PERSONNEL OFFICE

6. MISSION

No change

7. FUNCTIONS

The Assistant Director (Personnel) shall:

a. through e. No change

f. Provide personnel service for the Agency to include:

(1) through (10) No change

(11) Operation of a central processing service for personnel performing official travel.

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